

CMRC OF MAVIM- A SOCIAL ENTERPRISE, BRINGING A NEW SOCIAL AND ECONOMIC MODEL FOR WOMEN EMPOWERMENT IN THE STATE OF MAHARASHTRA - A CASE STUDY

Dr. RASHMI SREEJIT NAIR & Dr. SAPNA SURI

D. Y. Patil University, School of Management, Navi-Mumbai, Maharashtra, India

ABSTRACT

The research case discusses the organisation MAVIM and its functionalities in creating a people's organisation at the village level called CMRC. This case tries to evaluate the role of CMRC as a social enterprise through certain financial calculation of business plan and also the involvement of the women in social purposes of a village.

KEYWORDS: CMRC-Community Managed Resource Centre, Mavim-Mahila Arthik Vikas Mahamandal Social Enterprise & Women Empowerment

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INTRODUCTION

Self Help Groups are one of the key tools used for the Socio-Economic Development by most of the countries as well as States. SHG models have proven to be great interventions for the empowerment of poor and weak section of women in the rural belt. A number of Government agencies, NGO are working in the field of SHG formation and strengthening. MAVIM which is a State run Non-Profit organization which works for women empowerment and development in the state of Maharashtra, is also the second largest organization in the state to form 65,000 women SHGs which covers 3.17 lakh women in the all and covering 33 rural districts of Maharashtra (source :2CMRC-Best Practices, MAVIM). MAVIM along with the support of IFAD initiated the SHG program of Maharashtra Rural Women Empowerment (MRCP). This program scaled up from 12 Districts of Maharashtra to 33 Districts of Maharashtra. For any grass root level working, scaling up is always a challenge and this was soon identified by MAVIM. It was also analysed by MAVIM that to take the working and result to a next level and to sustain the initiation model of MRCP, it was essential to create community leaders at grass root level along with which it was essential to build people's institution. MAVIM with the funding support of IFAD and State Government Support initiated the Tejaswini Maharashtra Rural Women Empowerment Programme with a loan of USD 26million. It was understood that the SHGs to emerge and sustain the initiation model of MRCP, it was essential to create community leaders at grass root level along with which it was essential to build people's institution. MAVIM with the funding support of IFAD and State Government Support initiated the Tejaswini Maharashtra Rural Women Empowerment Programme with a loan of USD 26million. It was understood that the SHGs to emerge as a sustainable grass root level institution required two levels of support. 1. Mobilization of SHGs 2. Formation of an Apex Organization for Capacity Building

To pursue a socio-economic developmental agenda, it was very essential to mobilize the SHG with regular and appropriate books of accounts, introduce an efficient MIS system. The apex institution would provide training to the SHGs, which would be related to capacity building, which includes quality checks of SHG, bank linkages and other backward and forward linkages/services. This apex organization would have to be owned by the SHGs. MAVIM build this second tier Apex organization and called it CMRC.

CMRC: Community Managed Resource Centre

Considering that, this organisation can be an intervention to meet with the aspirations and a platform for handholding for taking the working to a next level. The CMRC is a women's federation, Community Managed Resource Centre (CMRC) around 150-200 SHGs formed in a cluster of around twenty villages, within the radius of 20 to 25 km. All SHGs in the cluster, regardless of the agency that promoted them, will be eligible to become members and avail of the services of the CMRC. All SHGs will strive by means of training, regulation; become 'A' Graded SHGs. The CMRC is a registered organization and work on a no profit loss basis. It is not necessary to have it at block level but can be established at any centrally situated village.

The CMRC is governed by a representative governing body (RGB) represented by one SHG representative from each village elected by the SHG village level committee, adopting the principle of rotational leadership. It has a strong professional managerial support seconded by MAVIM in the shape of a CMRC Manager and an Accountant as well as field workers (Sahayoginis). Each Sahayogini has around five to seven villages and provides support to around forty SHGs. The CMRC Manager is the Member Secretary of the institution, whereas MAVIM is a District Coordinating Officer and is honorary member of the CMRC.

The CMRCs were expected to be a self-sufficient organisation within five years of their formation. MAVIM supported the entire management cost of each CMRC up to 2014 but they were expected to meet with at least 50 percentage of their cost in the next 03 year span. MAVIM has taken conscious efforts for ensuring institutional and financial sustainability within CMRCs through a series of trainings and demonstrations. The model was initiated from the year 2007. It took around 4 years from then for MAVIM to instil the concept of paid services among the members of SHG as they were very used to the subsidy system.

There were two main objectives of CMRC

- Building Democratic governance as a community institution.
- It should be financially self-sustainable through social enterprises catering to the needs/demands of its members.

At the end of the year 2017, it becomes very essential to benchmark the practices of CMRC

Hence this case displays one of the best practices adopted by a self-build grass root level organisation to bring about social change and economic development through self-developed entrepreneurial activity and revenue models.

Yavatmal one of the country's 250 most backward districts out of a total 640 backward regions is also known as a place of highest percentage of farmer suicidal cases. It is a district, which also has a large number of marginal farmers. As the region has no water body and the one, which exists, has very little water, hence the source of irrigation is low and is considered a drought prone region. In spite of all these hurdles people still work in the farms with great expectations.

The most incurred CMRC for MAVIM is situated in the region of Yevatmal and is one of the best business and social visioned CMRC. Strategically for any social organisation to sustain and grow over years, profits need to be generated along with social change at grass root level this can only happen through successful social intervention models. The Yashswini CMRC at Yevatmal brings this by strategically developing its business plan with the help of RGB-Representative Governing Body and Manager, which is then thoroughly scrutinized by the District level MAVIM office team that finally gets inputs from the DCO, and Livelihood Officer if required. To bring out the best practices of the CMRC the tracker created by the body for measuring their progress is highlighted in the case study, the tracker measures the income and the activities, which determines the strength of the activity. In other words, it is an evaluation of a business plan.

Revenue Model

Income from SHG

Table 1

Number of SHG- 446		Income Generated in(Rs)
Service tax of SHG-Rs 1000/SHG	446 * 1000	446000
Membership fee of individual members	380 * 100	38000
Linkage fees through bank at 2% rate for 2 crores for 200 SHGs	2% of 2 crores	400000
Total		8,84,000

Entrepreneurial Development Activity

Table 2

ED Activity	Income in Rs as(Profit)
Krushiseva Kendra	10,00,000
Dairy	50,000
Dal Mill	0
Gram Udyog Kendra	10,000
Total	10,60,000

Micro Livelihood Programme

Table 3

Micro Livelihood Heads	Income in Rs as(Profit)
Goatery Unit	25,000
Poultry	0
Tur Dal	0
Grain Cleaning	0
File Making	0
Krushie Equipment's on rent	80,000
Drudgery reduction equipment's	20,000
MLP service tax	40,000
Total	1,65,000

Others**Table 4**

Others	Income in Rs
Convergence	0
Fixed deposit service charges	35,000

Total**Table 5**

Income from SHG	Rs 8,84,000
Income from ED activity	Rs10,60,000
Income from MLP	Rs1,65,000
Others	Rs 35,000
Total(Income)	Rs 21,44,000
Expenses	Rs 16,26,500
Profit	Rs 5,18,000

Here one can clearly See that the CMRC has made a Profit of Rs 5, 18, 00 Presently for the Financial Year 2017-18

Few business models and Entrepreneurial moves, which have positioned them strongly, are

- The uniqueness of the CMRC is that they have brainstormed and developed a very new Entrepreneurial activity, which has become a model for MAVIM-The KrushiSeva Kendra Model.
- They have also tied up with BASF as a part of CSR and employed the KrushiSakhi.
- They have a very successful Pashusakhi Model, which does extremely well for their MLP activity
- The CMRC –RGB is extremely visioned and street smart, they have a great strategic vision and risk-taking ability –An example to share would be the provision of tractor and trolleys on rent, which is very important for an agriculturist in the market for all crops.
- Creation of a marketing group named TEJASWINI to market all the SHG products in the town offices is a smart thought.
- Introduction of Sheth te Theth concept –Directly from field to home and taking orders on Wats up and delivery at door steps is a modern concept of Direct concept of Marketing.
- Introducing 5 Community Resource Person as Sahayogini and 14 CRP as Livelihood in charge is a smart business decision. They are using the SHE software for HRIS and tally for accounting.
- They strongly believe they are change makers not only for themselves but also for their family and the society on large.

Social Change

- Awareness on female foeticide issues
- Health camp and health follow up regime
- Awareness about drudgery reduction models

- Village cleanliness campaign
- Creation of Kitchen garden to address issues of anaemia
- Joint asset creation
- SHG anniversary day celebration
- Anti mal-nutrition campaigns
- KaydaSathi programs-Legal advice for women rights

Table 6

Sr.	Status in Standing Committee by Women	Participant Members
1	ZP Member	1
2	PanchayatSamitee UP-Sabhapati	2
3	PanchayatSamitee Members	3
4	Sarpanch	39
5	Up-Sarpanch	41
6	Tanta Mukti committee	245
7	Dakshata committee	146
8	Aarogya committee	245
9	Women Empowerment Committee	32
10	Village Education Committee	112
11	Water Supply Committee	57
12	AashaSwayamsevakYojna committee	172
13	Milk Dairy Committee	44
	Total	1139

One can see a strong presence of women in all the powerful standing committees.

Hence it can be very well said that the CMRC is a very strong and capable social enterprise model to make a marked difference to the grass root level society as an apex institution with its best practices. It is strongly fulfilling its Social as well as Economical role ie Business objective by creating livelihood and multiple opportunity for economic growth and development. Though the social status of the region is considered weak and the literacy level are considered low, they have benchmarked best business management and entrepreneurial practices to meet their social upliftment and well fare

Stories of Out /Impact and change

KSK model

Soaring costs of agro inputs/costs of production is one of the critical bottlenecks in agrarian distress. To avail quality inputs like seeds, fertilizers and pesticides at the right times with reasonable rates to the farmers KSK- KrushiSeva Kendra or Agro service centre was developed as an entrepreneurial activity

Objectives of Agro Service Centres 1. Providing better reach of agriculture extension services on improved and modern agriculture technologies to enhance the crop production and to reduce the expenditure on production. 2. To provide the agriculture equipment on service basis or selling of the same as micro irrigation, spray pump, seed drills, and Integrated Pest management equipment's, mini tractors, rice trans-planters, etc. 3. Providing quality inputs as seeds, fertilizers and pesticides at low cost to reduce the expenditure over input purchase for the farmer

Yevatmal (10 centres), Thane (4), Gondia (2 centres) and Amravati (4 centres) had done the highest business in the range of Rs. 15 to 36 lakhs during one season. All CMRC of Yevatmal and 04 CMRCs of Thane are running this activity since last two years. Their profit level has reached upto Rs.1.00 lakh each. Gondia has developed a tie up with Vidarbha Co-operative Marketing Federation from whom they got the credit worth Rs. 78 lakh. Out of which Rs.60 lakh has been already repaid. The business will expand 2 times in next season and they need fund of Rs.1.50 Cr

The challenge is from where they will get the funds as the funding period is over. Since CMRCs do not have financial capacity, they cannot go for the pre booking of the products from wholesale market and finally it affects the profit margin. 3. Some district officials are not ready to take much risk in initiating this activity, which requires high investment with high degree of risk

Building a Cadre of Pashu Sakhi

Lata Nagdevte is a pashu Sakhi from Walki village in Ner CMRC in Yevatmal district. She has three years of experience in Goat rearing. She is a member of goat MLP. Recently, she was also selected as PashuSakhi from her village. Lata was a farm labourer before joining an SHG promoted by MAVIM. Her husband had passed away and she was fighting hard to make a living for herself with 2 children. She came to know about MAVIM, joined an SHG, and got her first loan. She bought a goat with her first loan. She then increased the number of goats gradually and earned regular income out of it. Now, she has 7 does, 2 bucks and 14 kids. With her considerable experience in goat rearing, she was selected as PashuSakhi this year. She underwent training in important aspects of goat rearing and started serving other villagers engaged in goat rearing. She gets service charges for different services. She has earned INR 3,250/- as service charges during last two months. Lata's life has changed a lot after she joined MAVIM. Now, she no more works as laborer, earns regular income through goat rearing and acknowledged by her village as a PASHU SAKHI. This again is a small change model, which has been developed at grass root level.

CONCLUSIONS

The most important challenge, which the organisation CMRC and MAVIM faces, is the issue of raising funds for a large-scale social development. From where can this come, as a Government organisation they have limitations for decision-making

- Look for more Public Private Partnership
- Have a source of communication through Newsletter
- Reduce the bureaucratic process and make it more action oriented
- Have strong channels of guidance especially from business academicians.

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The Case is Completely Developed by Interaction with Officials of MAVIM and a Project run by the Researchers

